

# EPILOGUE

August 1993

Two and one-half years after Desert Storm, the Army continues to evolve to meet the challenges of the post-Cold War era. General Gordon R. Sullivan succeeded General Vuono as Army Chief of Staff in the summer of 1991. Soon after assuming his duties, General Sullivan expressed his guidance and focus for the Army in his fiscal year 1992 Posture Statement:

*The Army of tomorrow will be significantly different from the Army that won Desert Storm and the Cold War. It will be smaller and more CONUS-based, more versatile and responsive, and it will be a trained and ready force capable of decisive victory. It will operate across the continuum of military operations, and it will continue to reflect the United States' will and commitment at home and abroad. Just as they have for two centuries, the men and women of America's Army will be there to answer the call when needed.*

Under Sullivan's direction, the Army transformed itself from a forward deployed force postured to contain global Soviet power and fight a major war in Europe into a CONUS-based force projection Army. As such, it reaffirmed its role as an integral member of the joint team that protects vital national interests worldwide.

In the months following the Gulf War, the Army leadership carefully studied all aspects of the war and subsequent operations. The lessons derived from these studies were then incorporated into the latest revisions of doctrinal literature. At the head of this body of literature is the Army's keystone manual, FM 100-5, *Operations*. The most recent edition, published on the Army's birthday, June 14, 1993, was updated over a two-year period to address the changing needs of a force projection Army.

This Army capstone doctrine bridges technological, physical, and intellectual change. It synthesizes and harmonizes the outlook of the profession of arms about future military operations, while linking individual Army soldiers and leaders more closely to the institution. As a result, all Army personnel are better able to understand the nature and reasons for changes that are taking place around them. FM 100-5 retains a central focus on decisive land combat through greater operational flexibility, improved force projection, and improved incorporation of technological warfare. It refines the focus of AirLand Battle on the linkage of the strategic, operational, and tactical levels of war into an operational concept of simultaneous, continuous, all-weather joint and combined land combat operations across the depth of the battlefield. At the same time, it acknowledges the full range of military operations from war to operations other than war and the Army's role in multiservice and coalition military operations worldwide. The doctrinal principles of depth, simultaneity, continuous operations, and clearly

defining the conditions for success are found to be appropriate not only in war, but also in operations other than war, such as hurricane relief in Florida, Louisiana and Hawaii. This updated doctrine requires versatile leaders and will touch all aspects of America's Army, from operational concepts and organizational structure to modernization of equipment, leader development, and training.

Declining budgets and extreme personnel turbulence have exacerbated the process of institutional metamorphosis. When the Berlin Wall fell in 1989, Army planners anticipated an operating budget of \$87 billion for fiscal year 1992. The actual allocation of \$67 billion represented a loss of almost one-quarter of planned funding. Active force strength dropped from a Desert Storm high of 930,000 to 640,000 as the Army released 180,000 soldiers—70,000 as a result of reshaping initiatives. The Army also moved 457,000 people and replaced nearly every soldier in Europe in less than a year with the deactivation of one corps, two divisions, and an armored cavalry regiment and their associated Active component support units. At the same time, modest reductions were made in the Army National Guard and the US Army Reserve, and hundreds of installations and facilities were closed. Under the FUTUREUR Program, the Army began transferring thousands of pieces of modern equipment from Europe to the Reserve components or war reserves. An important but unheralded aspect of the turbulence and an important chapter in Army history passed quietly in July 1992 with the safe removal of the last Army nuclear weapons from overseas, marking the end of the Army's Cold War nuclear mission.

Quality soldiers and confident, competent leaders remain the Army's most valuable, yet perishable resource. Thus, training and readiness continue to garner top priority in the Army's 1993 budget and multiyear programs. Leader development is ultimately the overmatch capability that will ensure that America's Army remains the world's dominant land power and our nation's strategic force. The Army continues to invest in long-term programs to groom future leaders. Today's focus on more opportunities for schooling at every level—noncommissioned officers, warrant officers, officers, and Department of the Army civilians—is intensifying as it did during the interwar period of the thirties. Operational assignments are paralleled by opportunities to study the profession of arms, the relevancy of our doctrine to a changed and changing world, and the role of land combat power in service to our nation in the twenty-first century. To further enhance training, the Army has tied ammunition procurement more closely to unit requirements and increased reliance on cost-effective simulations at every organizational level. Most importantly, the Army ensured sufficient funds for operations, exercises, and flying hours to sustain a high operational tempo and state of readiness.

Inspector General and Government Accounting Office reports on Reserve component readiness reinforced the Army's commitment to a

single high standard of preparedness for the Total Army. If the Army's full contingency corps were deployed today, the Reserve components would comprise fully 60 percent of the combat support and combat service support units deploying with it—more than 100,000 soldiers. In the first 30 days of deployment, more than 10,000 Reserve component soldiers would be required to deploy with or support their Active counterparts. This inextricable link argues for the same mission readiness for Reserves as their Active counterpart in a truly Total Army. The Total Army will go to war as a team on Day One. To ensure that it is trained and ready, the Army has developed leader and training development plans for officers and noncommissioned officers of the Active Army, the Army Reserve, and the National Guard. By the end of 1993, 2,000 Active component officers and noncommissioned officers will be in direct support of Reserve training in the field. Operations BOLD SHIFT and STANDARD BEARER focus on the readiness of the contingency force pool for rapid, no-notice deployments. Increased overseas deployments for training support Total Army readiness and forward-presence missions in Europe, Africa, the Pacific Rim, and Latin America.

The Army is currently studying two new organizational concepts that will work in tandem to enhance Total Army readiness. The Future Army Schools Twenty-one (FAST) Study will integrate the efforts of the Active and Reserve components to establish common standards for all Army schools in curriculum, instructor certification, and student selection and performance. A second innovation will be peacetime training divisions, consisting of all three components. Their missions will be premobilization training, mobilization, and postmobilization validation and deployment of Army National Guard and Reserve combat units.

In the aftermath of the war, the Army implemented a series of quick fixes on low-cost, immediately correctable materiel shortcomings identified during Desert Shield and Desert Storm. Given its shrinking budget, the Army decided to upgrade current systems rather than develop completely new ones, placing the focus of selective research and development efforts on aging equipment requiring near-term replacement.

The Army published a new equipment modernization strategy in the fall of 1992 designed to maintain dominance on future battlefields through superior weaponry. In a departure from the Big Five systems-acquisition strategy of earlier years, the Army chose to modernize entire functional areas rather than concentrate solely on individual pieces of equipment. The functional areas include projecting and sustaining the force, winning the information war, providing precision fires throughout the depth of the battlefield, protecting the force, and dominating the maneuver battle. Force protection and projection include investment in domestic transportation networks, strategic airlift and sealift, and equipment such as the family of modern tactical vehicles. To protect the force, the Army will invest in more

reliable means for identifying friendly forces; nuclear, biological, and chemical defense; air defense; and counterfire systems. Continued development of aerospace and ground-based systems to better see the battlefield, to improve communications, and to blind the threat will help win the information war. The fusion of sensors with attack means through decision support systems like the Advanced Field Artillery Tactical Data System will enable instantaneous precision strikes deep in the enemy's rear. The Army will continue to develop the Armored Gun System, the Paladin—a semiautonomous cannon artillery system—and the Comanche helicopter to replace the aging reconnaissance helicopter fleet.

In 1941, General George Marshall and Lieutenant General Leslie J. McNair recognized the near certainty of American involvement in the war in Europe. Their situation was far grimmer than ours today. They organized and conducted a massive training exercise called the *Louisiana Maneuvers* for an Army suffering from 20 years of neglect and diversion to domestic missions. By contrast, the Army of 1993 has benefited from years of investment in leader development, training, and modernized equipment. It has demonstrated that it is a force trained and motivated to succeed in military operations on the battlefield, as well as a number of operations other than war, with capabilities that inspire the admiration or envy of every other Army in the world. The intent of the Louisiana Maneuvers of 1995 is to sustain our world-class Army; to energize and guide the intellectual and physical change in the Army while simultaneously keeping it ready for any contingency operation. LAM serves as a laboratory for the Army to think about its profession and responsibilities to the nation, to practice its roles and missions, to develop and explore options to assess and direct progress, and to provide a framework for decisions about people, equipment, force structure, and doctrine.

Advanced technology will help move the Army through this era of dramatic change. Newly organized battle labs are helping to define capabilities, identify requirements, and determine priorities for the force projection Army of the future. Early Entry, Mounted Battlespace, Dismounted Battlespace, Command and Control, Depth and Simultaneous Attack, and Combat Service Support battle labs are networked together to accomplish this mission.

Desert Storm confirmed that the nature of war has not changed. At its heart is control of resources, people, and territory, and the strategic core of joint warfare is ultimately decisive land combat. The nation's means to wage war changed with the advent of advanced long-range weapons and communications systems. Both gave a clear edge to the Coalition in land combat with a concomitant increase in the importance of joint operations in generating decisive combat power. Since 1991, the Army has worked closely with the Joint Staff and the other Services to develop recommendations for the Chairman's Triennial Roles and Missions Report, joint doctrinal concepts,

and the Congressionally mandated Mobility Requirements Study. The Army will continue to support and participate in joint exercises like REFORGER, ULCHI FOCUS LENS, TANDEM THRUST, and OCEAN VENTURE. Further, in November 1991, Army and Air Force senior uniformed leaders launched a series of annual conferences when they met for two days to harmonize inter-Service operational concepts, doctrine, and organization. A similar series of staff talks with Navy and Marine Corps leaders, begun in November 1992, produced initiatives such as linking Army air defense weapons with AEGIS cruiser radars to improve our joint force protection and projection capabilities and to clarify procedures for operating Army helicopters on Navy ships. Follow-up meetings attest to all the Services' commitment to continuing this process. Currently, the Army and the Department of Defense are engaged in a "bottom-up" review to determine the total requirements for each of the armed services. The results of this study will be the basis for the Army force structure of the twenty-first century.

*Certain Victory's* call for quickly establishing a global bridge is echoed in the results of the Mobility Requirements Study. For the first time, the nation has a blueprint for strategic airlift and sealift funded with strong Congressional and administration support. The American armed forces' ability to execute the National Military Strategy in far-flung regions will be further enhanced by consolidating worldwide war reserve stocks under Departmental control and by creating a global system of pre-positioned unit equipment sets for the war-fighting CINCs to use in crisis response operations. A major step forward was signaled with the Air Force's acceptance of the first operational C-17 on June 14, 1993. The keel for the first of 20 large US-built medium-speed roll-on/roll-off (RO-RO) ships will be laid in October 1993.

America's changing Army continues the intellectual growth and physical transformation from a forward deployed Army to a strategic force for the next century. The 125,000 soldiers and their families permanently stationed overseas in Germany, Korea, and Panama represent approximately 20 percent of the force—down from a Cold War high of more than half of our Active Army units. Yet, America's Army sustains its continuity of purpose with an average of 20,000 soldiers deployed in more than 1,100 operational missions in 50-60 countries every day of the year. That is almost a 100-percent increase from just a year ago and there is little likelihood that these operational requirements will decrease. These soldiers are performing humanitarian operations in Somalia, northern Iraq, Guantanamo, and the Pacific; peacekeeping in the Sinai, Cambodia, the western Sahara, Syria, and Macedonia; training exercises in Italy, Saudi Arabia, and Kuwait; counter-drug and nation assistance operations in Latin America and the Pacific Rim; and medical support for UN forces in Croatia. In addition to conducting military operations other than war, soldiers also establish personal and

professional relationships with the predominant military forces in the world—armies. Finally, our combat units and their support forces are training to go to war at home stations and at our combat training centers at forts Irwin, Polk, and Leavenworth and Hohenfels, Germany. With little fanfare and little attention, America's Army executes these missions daily to secure our interests and to control conflicts in ways that no other military organization can.

Since 1991, the Army has been called upon to support hurricane victims in Florida and Louisiana, to quell riots in Los Angeles, and to repair flood damage in Chicago. At this writing, soldiers and marines are working together with coalition partners and humanitarian organizations to "Restore Hope" to the starving masses in Somalia and "Provide Comfort" to repressed minorities in northern Iraq. Soldiers are also working with their sister Services and counterparts in Central and South America to fight drug traffic while demonstrating the positive and legitimate role of a professional army in a democratically elected government.

During these efforts the Army has maintained the uncompromisingly high standards that Americans have come to expect. The turmoil of today's world events both threatens our national interests and cries for our humanitarian intervention. Fragments of the bipolar world smolder in hundreds of potential flash points. Continued instability has accelerated the proliferation of conventional arms and weapons of mass destruction to a degree unimaginable before the fall of the Berlin Wall. Since the truce, the Army has kept faith with General Vuono's three vectors and with General Sullivan's vision. Despite the hardships, both institutional and personal, the Army simultaneously recovered from Desert Storm and maintained an immediately ready land combat capability to serve our nation. As it has reshaped, the Army has preserved more than 20 years' investment in the nation's treasured resources: people and property.

*Certain Victory's* exciting story of renaissance, growth, initiative, leadership, and courage in the Gulf War must not be read as an end point or even a high point in the Army's history. Despite diminishing resources and the perceived lack of serious military threats, the nation simply cannot afford to allow the Army's newly honed edge to be dulled or corroded through neglect. America's Army accepts this challenge and enlists the American public's continued support of the military with the same warmth it demonstrated during the crisis in the Gulf. Let the Specialist Slocums of 1991 look back in 2016 at 25 years of the same support and appreciation they felt as they stepped off the planes following their return from Desert Storm.

G-DAY, SUNDAY, FEBRUARY 24, 1991  
OPENING SITUATION

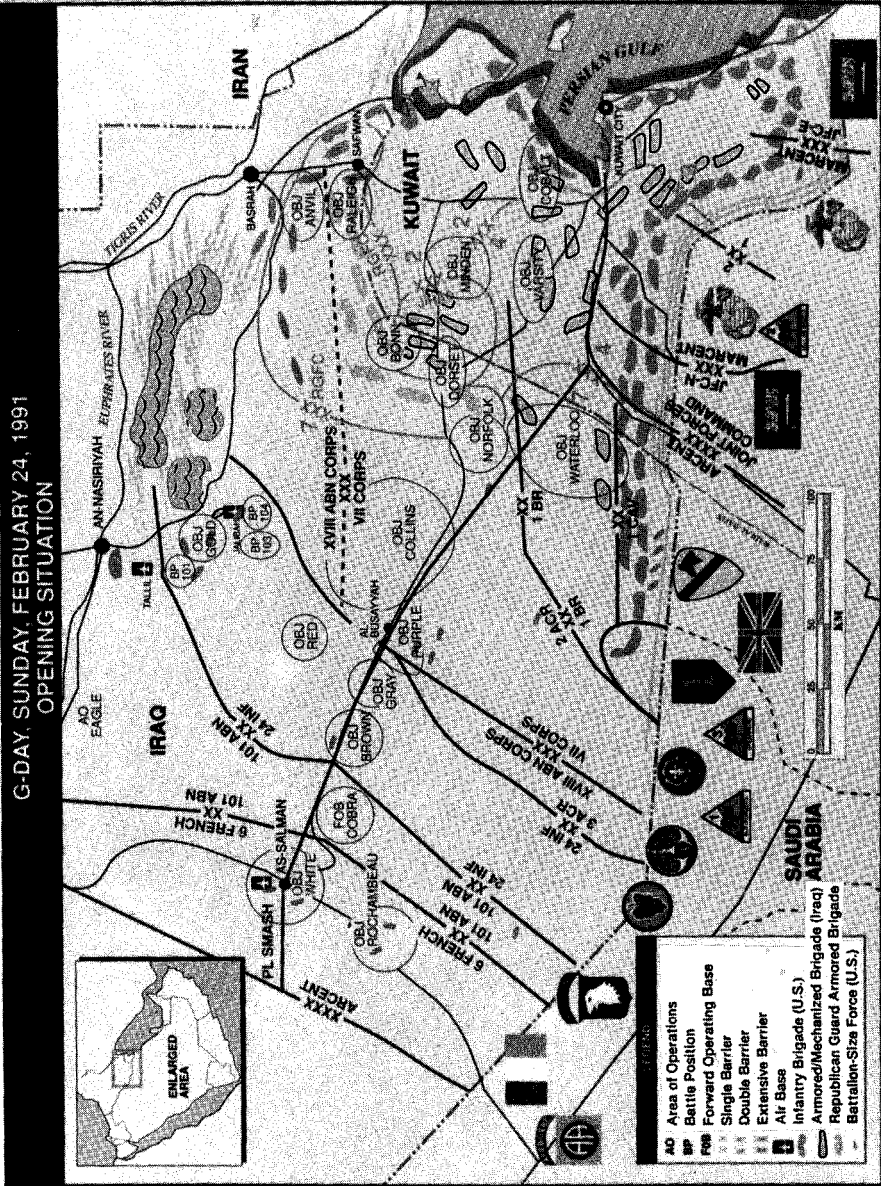


Figure 5-1

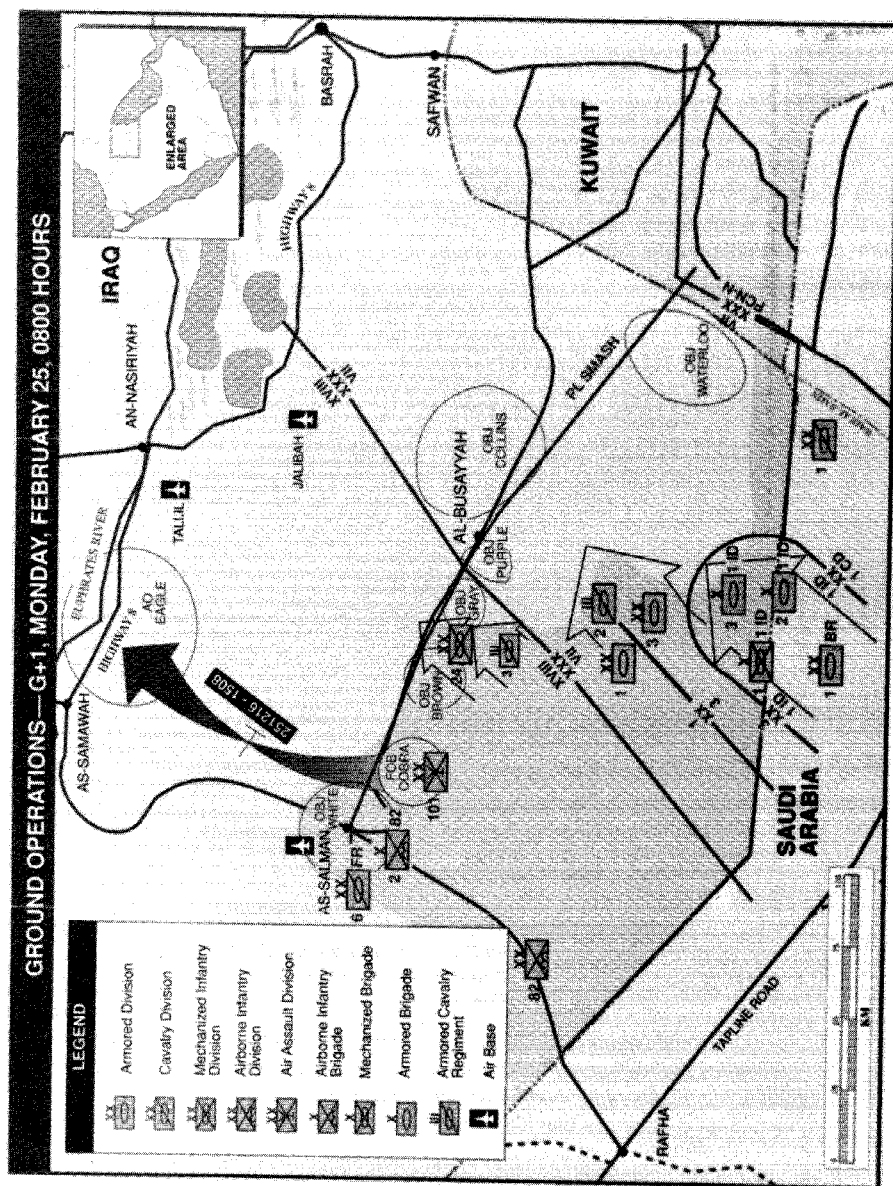
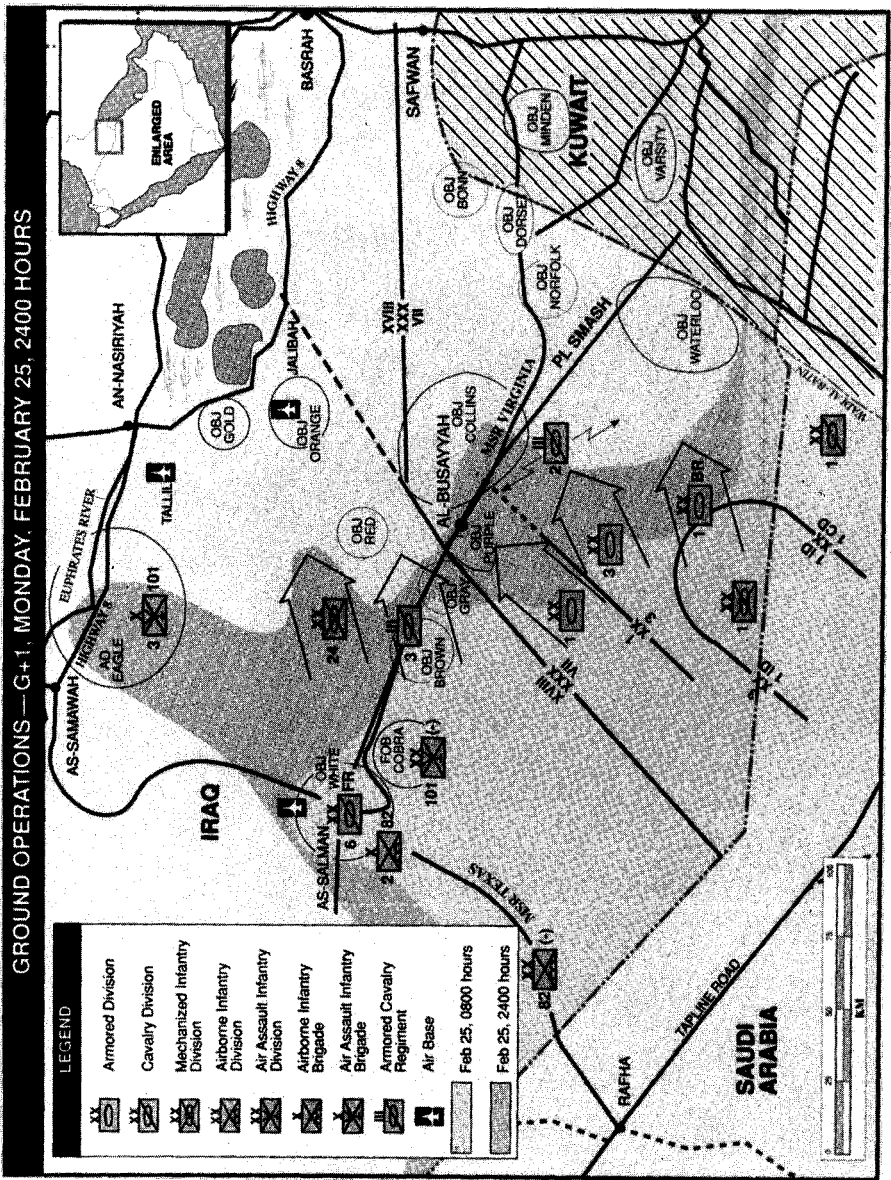
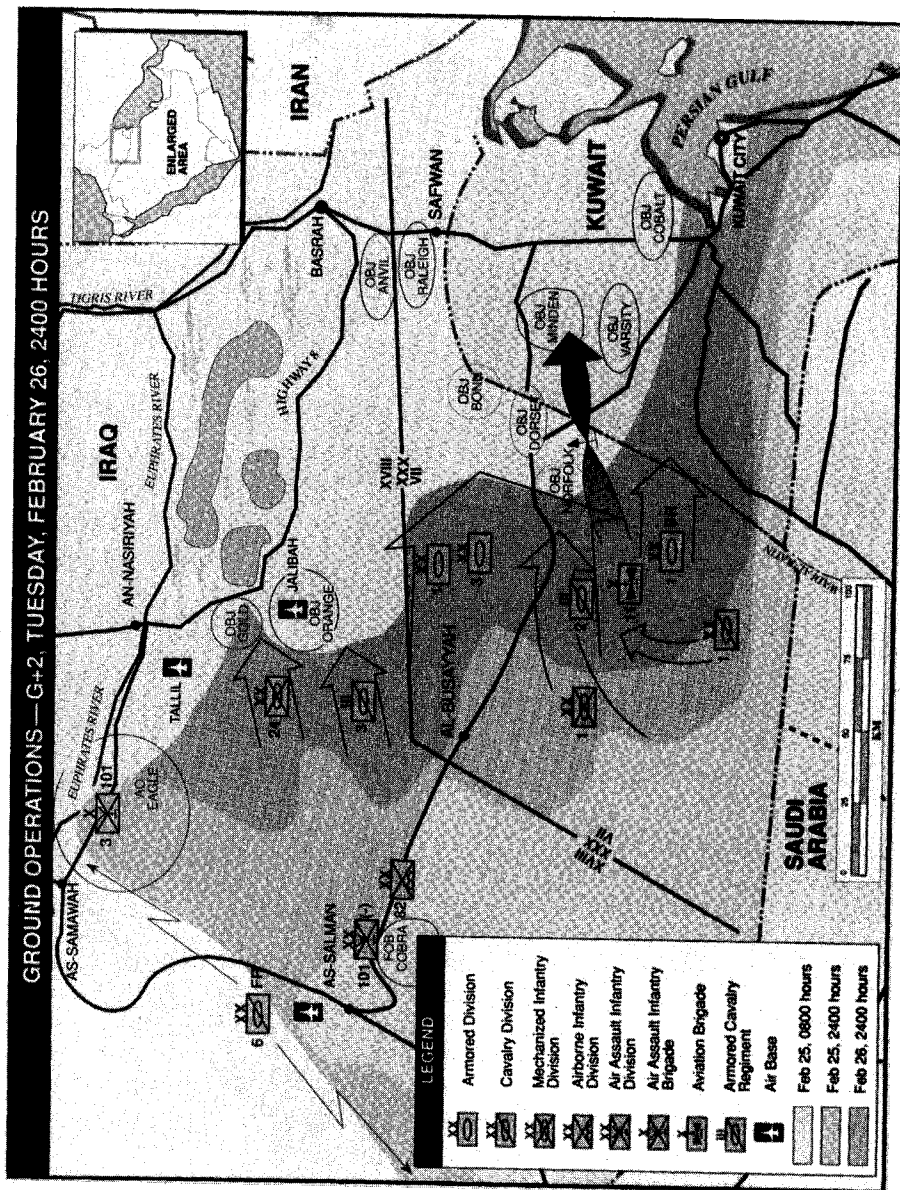


Figure 5-2





**Figure 5-3-**



### Figure 5-4

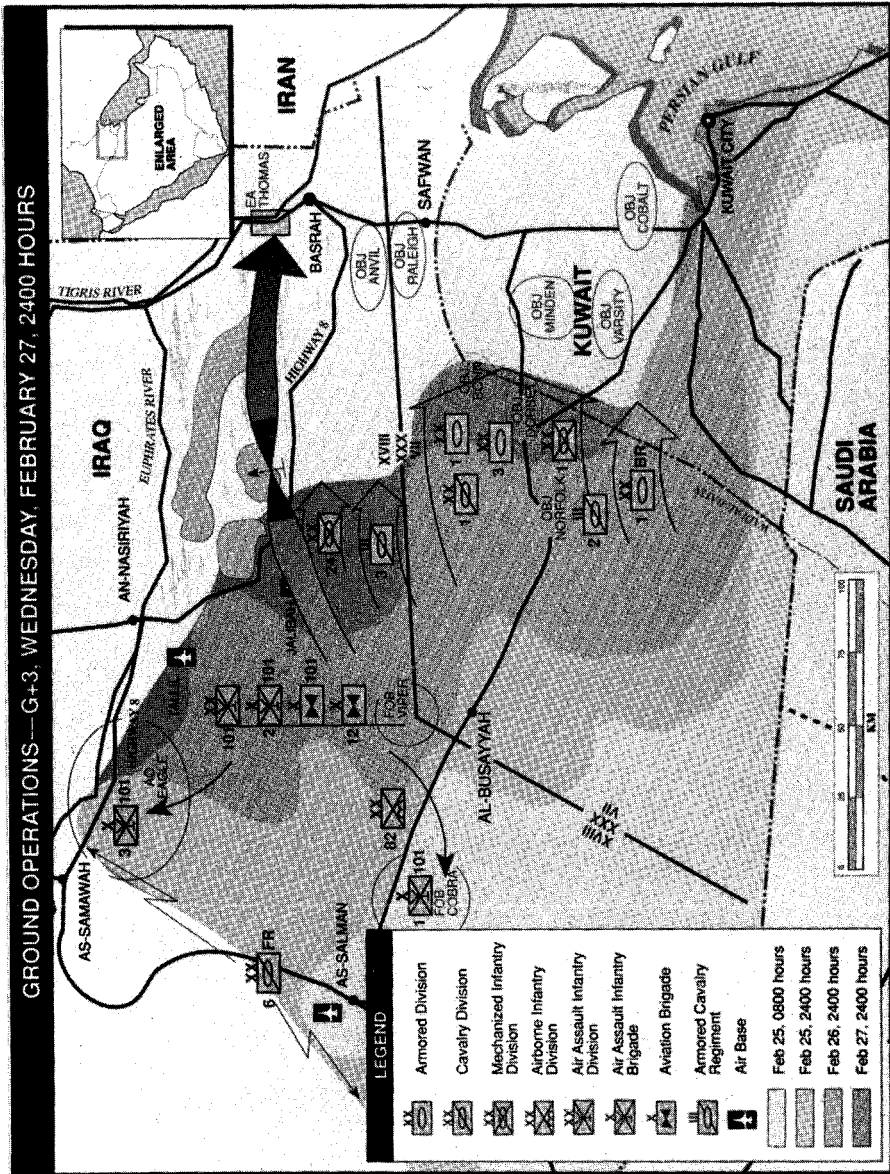


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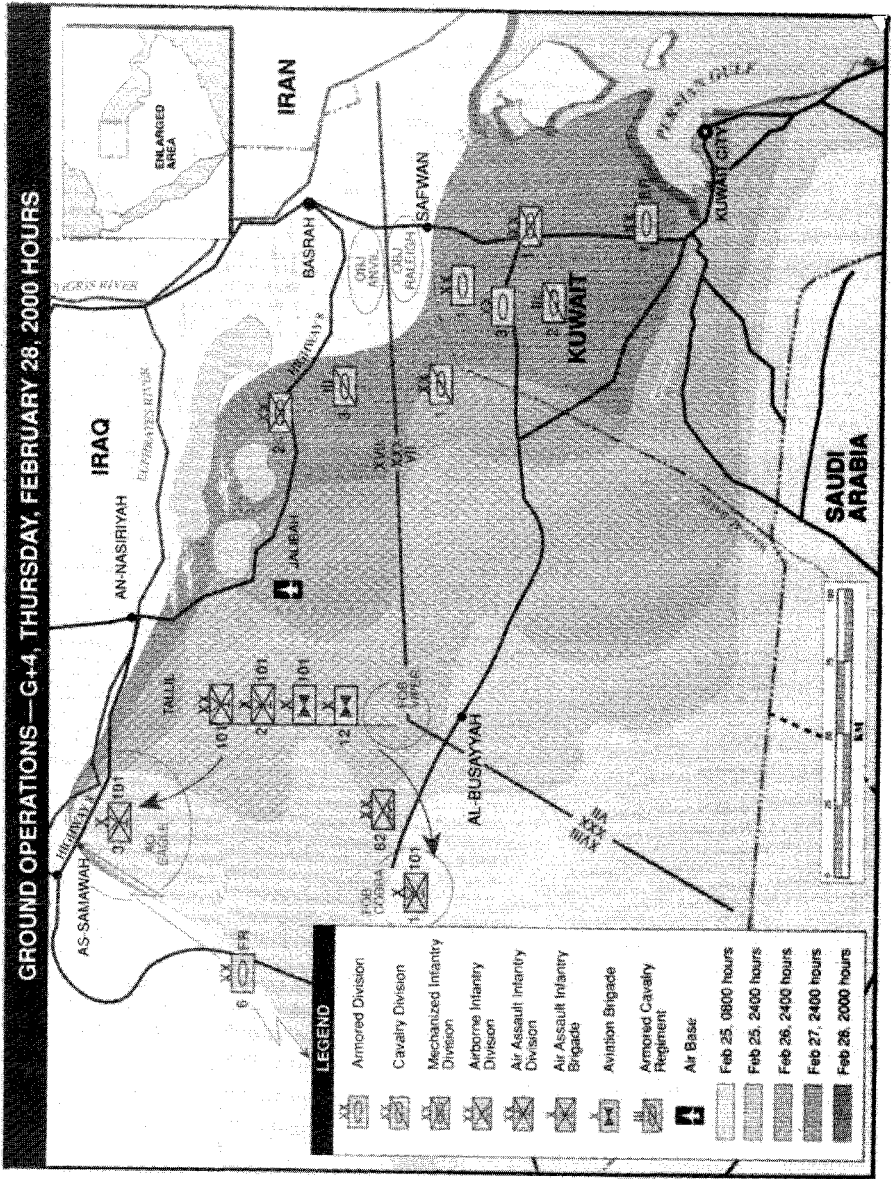


Figure 5-6